

Going for Gold in the Asia-Pacific: The Asia Pacific Business Excellence STandard (APBEST) Award

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ABSTRACT

TQM/BE Awards are nationally or internationally recognised quality standards that provide discipline, external assessment, and a clear process for switching to TQM. They also have tremendous potential publicity value within the organisation and with the general public. Formal registration or award conveys important messages to actual and potential customers, that the organisation takes quality seriously, and that its policies and practices conform to national and international standards of quality. This can provide considerable external confidence as well as increase internal pride. The best known TQM/BE Awards, in chronological order, are the JDP, MBNQA, and the EQA. Through a series of scenario analysis of the present status quo and opportunities for successful organizations in the Asia Pacific region, an APBEST Academy was established and the Inaugural APBEST Award process is developed. It should be noted that the intention of this position paper is NOT to critically analyse the pertinent Quality Award model worldwide, but rather to identify an instrument to enable A-P organisations to better managed themselves in order to go for gold.

Keywords: TQM, Business Excellence, JDP, MBNQA, EQA, Quality Awards, Gurus

1.0 Introduction

Many organizations have gone through the various stages of management improvement exercises such as: 5-S, LM, QCC, BPR, ISO 9000, ISO 14001, ISO 18001, SA 8000, 6-Sigma, etc. [Ho, 95, 97, 99 & 04]. It is then likely to have built a very strong basis and a proactive environment for the final stage -- TQM. There are clear business objectives and effective processes installed, with empowered employees committed to quality [Peters & Waterman, 1982]. This is the right time for the management of an organisation to consider obtaining a nationally or internationally recognised quality standard registration. Nevertheless, since the ISO 9004-4 has been recognised by the ISO as the guideline for TQM, it is discussed first as a foundation for the various TQM/BE Award criteria. The objective of this paper is therefore to *identify how organizations in the Asia Pacific countries can improve their business operations and "go for gold" through the most pertinent Business Excellence STandard (BEST).*

2.0 The TQMEX Model

Through a series of research [Ho, 2004], the author developed a TQM model named as the TQMEX. It stands for TQM EXcellence Model, which can be summarized as follows (see also Fig.1):-

TQMEX*: 5-S* + LM* → (ISO 9000 + ISO 14001 + 5S-6σ*) → APBEST*

5-S = Structuralise, Systematise, Sanitise, Standardise & Self-discipline [Osada, 1991 & Ho 1995]

LM = Lean Management via elimination of the 7 Muda's [Ho & Imai, 2007]

5S-6σ = Using 5-S as a tool for 6-Sigma [Breyfogle, 2001 & Ho, 2004]

APBEST = Asia Pacific Business Excellence Standard [HO, 2005]

* Developed by the Author

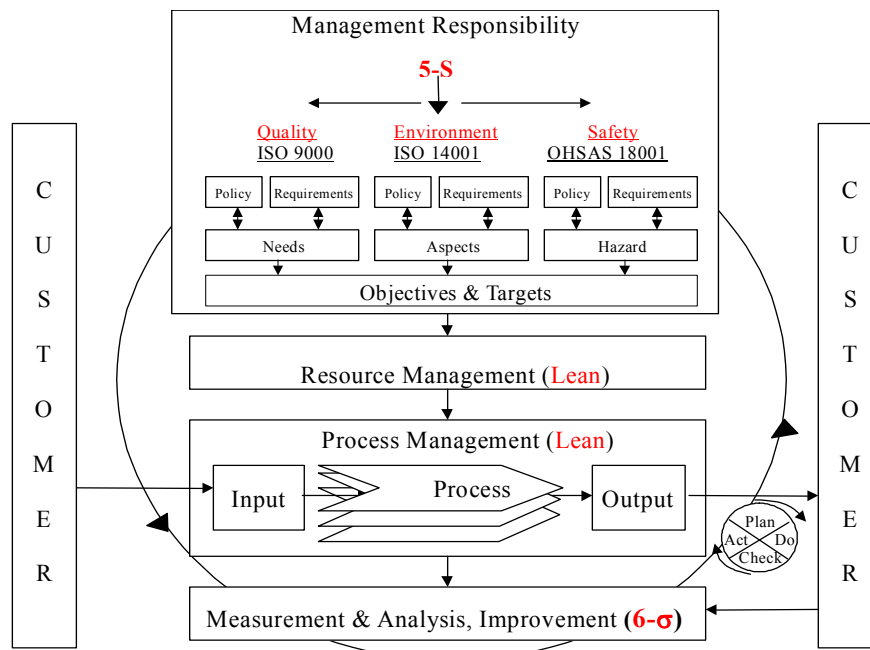


Fig. 1: Integrated Management Process Model

3.0 History of the APBEST

The APBEST Academy was set up in 2005 [HO, 2005] as a not-for-profit organisation registered under the Hong Kong Company Ordinance. It was founded by Prof. Sam Ho who was the first Professor in Strategic and Quality Management in the UK. The idea of APBEST arise from the output of 10-years continued research and development in the field of TQM by the delegates from the International Conference on ISO 9000 and TQM, as summarised below.



ICIT	Host (around April every year since 1996)	Theme	Papers	Delegates	Count ries
1	Leicester Business School, De Montfort Uni., UK	Inaugural	45	80	10
2	Luton Business School, Luton University, UK	Business Excellence	75	100	12
3	School of Business, HK Baptist University, HK	ISO 9000 & TQM	104	160	18
4	School of Business, HK Baptist University, HK	TQM & Innovation	130	180	20
5	Productivity Quality Research Centre, NUS, Singapore	Action 2000: Imperatives for Change	119	160	26
6	Paisley Business School, Uni. of Paisley, Scotland	Integrated Management	95	150	21
7	Centre for Mangt. Quality Research, RMIT, Australia	Change Management	160	250	29
8	National Quality Institute, Montreal, Canada	Business Excellence	84	150	24
9	Foundation for TQM Promotion in Thailand	TQM Best Practices	80	280	20
10	Shanghai Academy for Quality Management	TQM & 6-sigma for Competitiveness	150	300	22
11	APBEST Academy, HK	Corporate Governance	85	150	25
12	National Chin Yi Uni. of Tech., Taiwan, RoC	Going for Gold	67	120	20

4.0 Vision/Mission of the APBEST Award

4.1 Vision of the APBEST Award

Enable organizations in the Asia Pacific countries to improve their **Corporate Governance** and achieve **Business Excellence** through the most pertinent **Business Excellence STANDARD (BEST)**.



4.2 Mission of the APBEST Award

M1: Promote primarily to Australia, China, HKSAR, Indonesia, Macau, Malaysia, New Zealand,

Philippines, Singapore, Taiwan, Thailand enterprises, the three most popular Business Excellence Standard (**BEST**) Awards in the world today – European Quality Award (**EQA**), Japan Deming Prize (**JDP**) and Malcolm Baldrige National Quality Award (**MBNQA**).

- M2:** Help enterprises to select and synthesize their own BEST based on any one of the three global standards or a combination of features that are most beneficial to their corporate governance.
- M3:** Coordinate with a team of renowned experts in the three types of BEST award from the three regions to give unbiased judging and advisory services to organisations & individuals who want to be considered for a **APBEST Award**.
- M4:** Retain a small team of Asia-Pacific experts in the Judging Panel to provide the “think global – act local” dimension for the APBEST Award contesters.
- M5:** Disseminate, through Internet & conferences, the APBEST Cases to enterprises in the region with a purpose to excel in their own business sector.

5.0 BEST Criteria Overview

BEST (#)	EQA (see Fig. 1)	MBNQA (see Fig. 2)	JDP
Commence	1992	1989	1951
Website	www.efqm.org	www.quality.nist.gov	www.deming.org
Criteria Grouping	E1: Leadership (100)	M1: Leadership (120)	J2: Organisation & Operation
	E2: Policy & Strategy (80)	M2: Strategic Planning (85)	J1: Policy
	E3: People (90)	M5: Human Resource Focus (85)	J3: Education & Training
	E4: Partnership & Resources (90)	M3: Customer & Market Focus (85) M4: Measurement, Analysis & Knowledge Management (90)	J4: Collection & Use of Information
	E5: Processes (140)	M6: Process Management (85)	J6: Standardisation J8: Quality Assurance
	E6: People Results (90)	M7: Business Results (450)	J5: Analysis
	E7: Customer Results (200)		J7: Control
	E8: Society Results (60)		J9: Effect
E9: Key Performance Results (150)	J10: Planning for the Future		
Total Checkpoints	33	19	70
Total Max. Score	1,000	1,000	N.A. – As the organizer, JUSE*, believes all criteria are important.
Award Presented by	Prime Minister of each European Nation	President of USA	JDP – Prime Minister Quality Medal – Emperor

* Japan Union of Scientists and Engineers

Another meaning of BEST is to “**B**ring **E**verybody’s **S**trengths **T**ogether”. Therefore, organisations should adopt and adapt the best criteria meeting the specific needs of their customers.

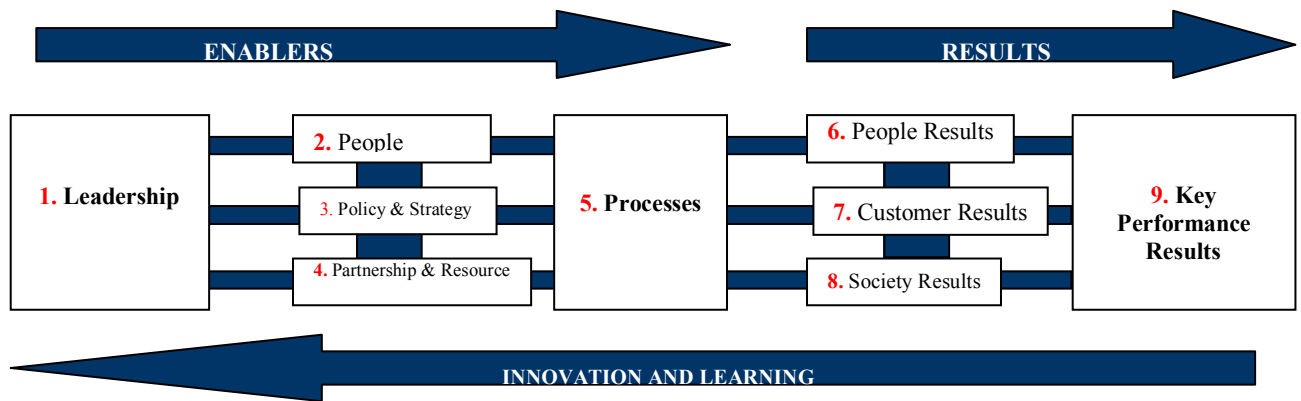


Fig.1: EQA Criteria



Fig. 2: MBNQA Criteria

From the Governance Metrics International (USA) research report based on 3,000 enterprises in 23 countries released in 3/2004, the top three countries with the best overall Corporate Governance measures are: UK, Canada & USA. (Visit www.gmiratings.com). This is a good reflection that the EQA & MBNQA criteria had contributed to the corporate governance best practices globally.

6.0 The APBEST Award Categories

The APBEST is set up to meet the needs for already successful organizations to benchmark at an international level amongst the developing and developed economies of the Asia Pacific region. In order to provide the maximum freedom, at the same time incorporating reliability, the following award categories are planned:-

BEST based on the →	EQA Criteria	MBNQA Criteria	JDP Criteria
APBEST			
Large (> 200 employees)	Winner(s) + Merits	Winner(s) + Merits	Winner(s) + Merits
SME (<= 200 employees)	Winner(s) + Merits	Winner(s) + Merits	Winner(s) + Merits
APBEST - Individual	N.A.	N.A.	Winner *

* This category only recognizes the distinguished individual who has made profound contributions to the field of TQM/BE in A-P.

7.0 Board of Examiners (BoE)

European Quality Award (EQA) Panel	
Denmark	Prof. Peter Neergaard (<i>Prof. of Quality, Copenhagen Business School & Research Fellow at Stanford & Cambridge U.</i>)
Finland	Prof. Taina Savolainen (<i>University of Joensuu, Finish Quality Award Examiner</i>)
France	Mr. Alain-Michel Chauvel (<i>Quality Management Director, Bureau Veritas</i>)
Sweden	Prof. Bengt Klefsjö (<i>Organiser, Swedish Quality Awards & Prof. of Quality & Environment Mgt., Luleå U. of Tech.</i>)
UK	Prof. Pervaiz K Ahmed (<i>Chair in Management, Wolverhampton Business School</i>) Prof. Mohamad Zairi (<i>Director, European Centre for TQM, Uni. of Bradford & Editor for 5 Int. Journals</i>)
Malcolm Baldrige National Quality Award (MBNQA) Panel	
Canada	Mr. George Laszlo (<i>Founding Partner, Canadian Quality Award & Associate, National Quality Institute</i>)
USA	Prof. Douglas Hensler (<i>Dean, Craig School of Business, California State University, Fresno,</i>) Prof. John Aje (<i>Associate Dean, Uni. of Maryland Graduate School & Examiner, MBNQA</i>)
Japan Deming Prize (JDP) Panel	
Japan	Prof. Yoji Akao (<i>Founder for QFD and Chairman, International Council for QFD</i>) Prof. Yoshio Kondo (<i>Ex-President, Int. Academy for Quality., Deming Prize Winner & JDP Examiner</i>)
Asia-Pacific Panel	
Australia	Prof. Alan Brown (<i>Head, School of Management, Edith Cowan University</i>) Prof. John Dalrymple (<i>Director, Centre for Management Quality Research, RMIT Uni.</i>)
China	Prof. Yuan-Zhang Liu (<i>Academician, Int. Academy for Quality, Co-chair, 10-ICIT</i>) Prof. Xiao-Fen Tang (<i>President, Shanghai Academy for Quality Mgt., Examiner, China Quality Award</i>) Prof. Neng-Quan Wu (<i>Director of Enterprise Management Research Centre, Zhong Shan University</i>)
HKSAR	Dr. Yuk-Kao Chan (<i>President, Six Sigma Institute and Chairman, HK Quality Management Association</i>) Dr. Koon-Keung Li (<i>CEO, Management Development Resources Centre & 6-σ Master Black-belt</i>) Dr. Nicolas S.Y. Yeung (<i>CEO, Construction Industry Institute</i>)
Japan	Mr. Hiromi Miyanishi (<i>Director, Japan Chemical Quality Assurance Ltd.</i>)
Korea	Prof. Kwang-Jae Kim (<i>Industrial & Management Engg., Pohang University of Science and Technology</i>)
Malaysia	Dr. Mohd Azman Idris (<i>Head/Principal Consultant, Standard & Industrial Research Institute of Malaysia</i>)
New Zealand	Dr. Siham Elkafafi (<i>Management Dept., Manukau Business School, Manukau Institute of Technology</i>) Dr. Robin Mann (<i>Director, Centre for Organizational Excellence Research, Massey University</i>)
Philippines	Dr. Miflora M. Gatchalian (<i>CEO, Quality Partners & Secretary-General Emeritus, Asian Pacific Quality Organization</i>)
Singapore	Mr. Sean Shao (<i>Principal Consultant, Productivity & Standard Board, Singapore Government</i>)
Taiwan, RoC	Prof. Ching-Chow Yang (<i>Examiner of the National Quality Award (Taiwan) for 15 years</i>)
Thailand	Prof. Prasert Suttiprasit (<i>Chief Expert, Sukhothai Thammathirat Open University & Thai Award Examiner</i>) Dr. Ladawan Krasachol (<i>Ag. Director of Policy & Planning, National Sc. & Tech. Development Agency</i>) Dr. Tritos Laosirihongthong (<i>Assistant Prof., Faculty of Engineering, Thammasat University</i>)

8.0 Supporting Organisations

- Asia Pacific Customer Service Consortium, A-P www.apcsc.com
- Chung Yuan Christian University, Taiwan www.cycu.edu.tw
- Edith Cowan University, Perth, Australia www.ecu.edu.au
- Enterprise Management Research Centre, Zhong Shan University, China www.zsu.edu.cn
- HK 5-S Association, HKSAR www.hk5sa.com
- HK Baptist University, HKSAR www.hkbu.edu.hk
- International Conference on ISO 9000 & TQM www.hk5sa.com/icit
- International Council for Quality Function Deployment www.icqfd.org
- Kyoto University, Japan www.kyoto-u.ac.jp
- Managing Service Quality Journal, A-P www.emeraldinsight.com
- Massey University, New Zealand www.massey.ac.nz,
- National Sc. & Tech. Development Agency, Thailand www.nstda.or.th
- Productivity & Standard Board, Singapore www.psb.gov.sg
- Royal Melbourne Institute of Technology, Australia www.rmit.edu.au
- Shanghai Association for Quality Management, China www.saq.org.cn
- Standards & Industrial Research Institute of Malaysia www.sirim.my
- Thailand Quality Award Council, Thailand www.tqa.or.th
- Thammasat University, Thailand www.tu.ac.th

9.0 The Inaugural APBEST Award Results

Based on the rigorous examination processes discussed above, and after screening the less successful organisations, the results of the Inaugural APBEST Award were determined and announced on 31 March 2006.

Corporate Awards went to:

- ◆ EQA Criteria Award Winner for Large Enterprises & Grand Award – Hong Kong Housing Society (e.g.: Leadership – Inspiring & Walking)
- ◆ EQA Criteria Award Winner for SMEs – Hang Seng School of Commerce (e.g.: Leadership – Role Model & Total Participation)
- ◆ BNQA Criteria Award Winner – Manfield Coating Company (HK & China operations) (e.g.: Leadership – Educating & Problem Solving)
- ◆ JDP Criteria Winner – Uchiya Hong Kong Ltd. (HK, China, Japan & UK operations) (e.g.: Leadership – Sharp & Simple)

Individual Awards went to:

- ◆ Prof. Yoji Akao of Asahi University, Japan – In recognition of his profound contribution towards Quality Function Deployment and Hoshin Management in most A-P countries. He was also the Individual Award Winner of the Japan Deming Prize in 1978.
- ◆ Dr. Yuk-Kao Chan QA Manager of MTRC, HKSAR – In recognition of his profound contribution towards QCC & 6-Sigma movement in the HKSAR and China. He was also the Founder Chair of the 6-Sigma Institute.
- ◆ Prof. John Dalrymple, Director, Management Quality Research Centre of RMIT, Australia – In recognition of his profound contribution towards Benchmarking & Management Quality Research. He was also the Founder of the Centre for Management Quality Research in Australia.
- ◆ Prof. Prasert Suttiprasit, Chief Technical Expert of MI International Certification, Thailand – In recognition of his profound contribution towards the Thai Quality Movement and International Quality Certification promotion in Thailand.
- ◆ Prof. Ching-Chow Yang of Chung-Yuan Christian University, Taiwan – In recognition of his profound contribution towards Hoshin Management, Service Quality, and TQM in Taiwan. He was also the 1997 Individual Award Winner of the RoC National Quality Award.
- ◆ Dr. Nicolas Yeung, CEO of Construction Industry Institute, HKSAR – In recognition of his profound contribution towards “Quality Field Practice” and “5-S Development and Promotion in the Construction Industry” in HKSAR and China. He was also the Founder of the Construction Industry Institute.

Individual Recognition went to:

- ◆ Mr. Pao-Fa Ma, General Manager of Shanghai Yau Chek Auto-electric, China – In recognition of his profound contribution towards Lean Manufacturing, Innovation, and “Dynamic Quality”. He was awarded the Shanghai Quality Person and Shanghai Quality Gold Medal.

10.0 Conclusion

The three best known TQM/BE Awards (JDP, MBNQA & EQA) are used as a basis for organizations in the Asia Pacific region to develop their most pertinent BE model. Through a series of scenario analysis of the present status quo and opportunities for successful organizations in the Asia Pacific region, an APBEST Academy was established and the Inaugural APBEST Award process is developed. It can be used as a vehicle to pursuit excellence by any organizations and to promote recognitions of the ‘gurus’ who contribute profoundly to the field of TQM/BE in the A-P region. It also provides a platform for valuable experience sharing, i.e., going for gold. Finally, the APBEST Award can be used as a strategic tool for organisations to improve their business.

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Useful Websites:

- ✧ APBEST Academy: www.apbest.org
- ✧ European Foundation for Quality Management ((for EQA): www.efqm.org
- ✧ GB/T19580-2004 "Criteria for Performance Excellence" published by the State General Administration for Quality Supervision and Inspection and Quarantine of PRC (AQSIQ). For related information, please visit www.aqsiq.gov.cn and www.sac.gov.cn
- ✧ Governance Metrics International (GMI) www.gmiratings.com
- ✧ HK 5-S Association (HK5SA): www.hk5sa.com
- ✧ Int. Conference on ISO 9000 & TQM (ICIT): www.hk5sa.com/icit
- ✧ Japan Deming Prize (for JDP): www.deming.org
- ✧ National Institution for Science & Technology (for MBNQA): www.quality.nist.gov
- ✧ Kaizen Institute: www.kaizen.com

Author's Background

Prof. Sam HO PhD(Mgt.), FIQA, EQA Assessor

- ◆ Oshikawa Fellow of the Asian Productivity Organization (86-87),
- ◆ Asian Development Bank Quality Expert to the Malaysian Government (93-94),
- ◆ Founder Chair of the 1st-12th "International Conference on ISO 9000 and TQM - **ICIT**" (96-07),
- ◆ Author of over 100 papers & 20 books, including "TQM: An Integrated Approach" translated into 5 languages,
- ◆ Professor of Strategy & Quality, Luton Business School, UK (96-97),
- ◆ Professor of Strategic & Quality Management, International Management Centres, UK,
- ◆ Visiting Professor in TQM at Uni. of Coventry, Paisley (UK), RMIT (Australia) & Vaxjo (Sweden),
- ◆ Distinguished Professor in Business Excellence, Zhong Shan University (1st in China),
- ◆ Consultant and Trainer for over 100 firms for 5-S, ISO 9000, 6-Sigma & CSQS implementation,
- ◆ Founder Chair of the HK 5-S Association with over 10,000 members & Director of HK 5-S Campaign
- ◆ Founder Chair of the APBEST Academy
- ◆ Partner for HK & China, Kaizen Institute